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**THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY, WORK-  
FAMILY CONFLICT, PERCEIVED ORGANIZATIONAL SUPPORT AND  
EMPLOYEE WELL-BEING**

**NABILAH ASYIKIN BINTI MOHD NOOR SHATRI**



**Thesis Submitted to  
School of Business Management  
Universiti Utara Malaysia  
In Fulfillment of the Requirement for the Degree of  
Master of Human Resource Management**

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## ABSTRACT

The main purpose of this research is to investigate the factors influencing employee well-being among hotel's employees. The objective of this study is to examine the relationships between workplace spirituality, work-family conflict and perceived organizational support with employee well-being. A total of 200 questionnaires were distributed to one of hotel at Perak, Malaysia which targeting their employees as the respondents. The researcher has successfully collected 140 questionnaires from the respondents. By using *Statistical Package for Science Social* (SPSS) version 25, the data were analyzed. Descriptive analysis is used to analyze respondents' demographic information as well as mean and standard deviation of each variables. Meanwhile, inferential analysis is used to analyze the significant and relationships between independent variables with dependent variable to validate the hypotheses proposed. The results of the study show that workplace spirituality and perceived organizational support have a positive relationship to employee well-being, and work-family conflict show a negative relationship to employee well-being. Based on multiple regression analysis, the study found that two independent variables, which are workplace spirituality and work-family conflict have a significant relationship with employee well-being among hotel's employees. Meanwhile, perceived organizational support have no significant relationship with employee well-being among hotel's employees.

**Keywords:** workplace spirituality, work-family conflict, perceived organizational support, employee well-being

## ABSTRAK

Tujuan utama kajian ini adalah untuk mengkaji faktor-faktor yang mempengaruhi kesejahteraan pekerja di kalangan pekerja hotel. Objektif kajian ini untuk mengkaji hubungan antara kerohanian di tempat kerja, konflik kerja-keluarga dan sokongan organisasi yang dirasakan dengan kesejahteraan pekerja. Sejumlah 200 soal selidik diedarkan ke salah sebuah hotel di Perak, Malaysia yang mensasarkan pekerja mereka sebagai responden. Penyelidik berjaya mengumpul sejumlah 140 soal selidik dari responden. Dengan menggunakan *Statistical Package for Social Science (SPSS)* versi 25, data dianalisis. Analisis deskriptif digunakan untuk menganalisis maklumat demografi responden dan juga min dan sisihan piawai setiap pembolehubah. Sementara itu, analisis inferensi digunakan untuk menganalisis signifikansi dan hubungan pembolehubah bebas dan pembolehubah bersandar untuk mengesahkan hipotesis yang dicadangkan. Hasil kajian menunjukkan bahawa kerohanian di tempat kerja dan sokongan organisasi dilihat mempunyai hubungan yang positif dengan kesejahteraan pekerja, dan konflik kerja-keluarga menunjukkan hubungan negatif dengan kesejahteraan pekerja. Berdasarkan analisis regresi berganda, kajian mendapati bahawa hanya dua faktor, iaitu kerohanian di tempat kerja dan konflik kerja-keluarga mempunyai hubungan yang signifikan dengan kesejahteraan pekerja di kalangan pekerja hotel. Manakala, sokongan organisasi tidak mempunyai hubungan yang signifikan dengan kesejahteraan pekerja di kalangan pekerja hotel.

**Kata kunci:** kerohanian di tempat kerja, konflik kerja-keluarga, sokongan organisasi, kesejahteraan pekerja

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## LIST OF ABBREVIATION

Workplace Spirituality	WS
Work-Family Conflict	WFC
Perceived Organizational Support	POS
Employee Well-Being	EWB
Gross Domestic Productivity	GDP



# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

This chapter aim to cater the causes why this study needs for investigation. The research questions and research objectives are developed to explain and elaborate on the argumentation of subsequent chapters.

### **1.2 Background of Study**

Employee as the major asset of organization (Szamosi, 2006), makes them vital to each operation in organization. Their effort, time and skill are important as the main resource for operating the organization. In order to maintain the employee's effort, time and skill which represented through their job performance, employer has to satisfied them with any sources that effective and also efficiently in economic manner. One of the important issues to satisfy employees is their well-being which according to (Danna and Griffin, 1999) employee well-being has relation with organization performance.

Discussion on employee well-being among employers are keep increasing in recent years. According to De Cuyper, Van der Heijden, and De Witte (2011), and Taris and Schreurs, (2009) the contribution of employee well-being to organizational performance and success, received a growing research attention from scholars. As generally, employee well-being was operationalized through their quality of experience and functioning at work.

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# **APPENDIX 1**

## **SAMPLE OF QUESTIONNAIRE**



### **FACTOR INFLUENCING EMPLOYEE WELL-BEING**

#### **Questionnaire**

Dear respondents,

I would be glad and appreciate if you could spare some time in completing this questionnaire. This questionnaire is for completing my research paper on *Factor Influencing Employee Well-Being*. This survey is to gain primary data in order to achieve this research paper's objective. I hope you will give the best of your ability in answering this questionnaire. This questionnaire consists of five sections. Section A, consists of questions about demographic profile. Section B, C and D, consists of questions about factors that influencing employee well-being which are workplace spirituality, work-family conflicts and perceived organizational support. Last section is Section E, consists of questions that related to employee well-being. This questionnaire is in bilingual for respondent ease.

All of the answers you provide in this survey will be kept confidential. The survey data will be reported in a summary only and will not identify any individual person.

Your sincerely,

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## SECTION A : DEMOGRAPHIC FACTOR

This section is respondents' profile. Please tick (✓) the box which is best describing you.

1. Gender

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

2. Race

<input type="checkbox"/>	Malay
<input type="checkbox"/>	Chinese
<input type="checkbox"/>	Indian
<input type="checkbox"/>	Others: _____

3. Marital status

<input type="checkbox"/>	Single	<input type="checkbox"/>	Divorced
<input type="checkbox"/>	Married	<input type="checkbox"/>	Others

4. Age (Year)

\_\_\_\_\_

5. Degree or level of education

<input type="checkbox"/>	SPM
<input type="checkbox"/>	Diploma
<input type="checkbox"/>	Undergraduate degree
<input type="checkbox"/>	Postgraduate degree
<input type="checkbox"/>	Others: _____

6. What is your current work position in current organization?

<input type="checkbox"/>	Top Management
<input type="checkbox"/>	Middle Management
<input type="checkbox"/>	Lower Management
<input type="checkbox"/>	Managerial Management
<input type="checkbox"/>	Non-Management: _____

7. Total years working with current organization

---

8. Total years working experience

---

9. Monthly income

<input type="text"/>	Less than RM1000
<input type="text"/>	RM1000 - RM2000
<input type="text"/>	RM2000 - RM3000
<input type="text"/>	RM3000 - RM4000
<input type="text"/>	More than RM4000

### SECTION B : WORKPLACE SPIRITUALITY

Please circle (O) only one of each question on your selection.

Strongly Disagree	Partially Disagree	Disagree	Neutral	Agree	Partially Agree	Strongly Agree
1	2	3	4	5	6	7

No.	Questions	1	2	3	4	5	6	7
WC 1	I feel part of a community in my immediate workplace (department, unit, etc.).	1	2	3	4	5	6	7
WC 2	My supervisor encourages my personal growth.	1	2	3	4	5	6	7
WC 3	I have had numerous experiences in my job which have resulted in personal growth.	1	2	3	4	5	6	7
WC 4	When I have fears, I am encouraged to discuss them.	1	2	3	4	5	6	7
WC 5	When I have a concern, I represent it to the appropriate person.	1	2	3	4	5	6	7
WC 6	At work, we work together to resolve conflict in a positive way.	1	2	3	4	5	6	7

WC 7	I am evaluated fairly here.	1	2	3	4	5	6	7
WC 8	I am encouraged to take risk at work.	1	2	3	4	5	6	7
WC 9	I am valued at work for who I am.	1	2	3	4	5	6	7

WM 10	I experience joy in my work.	1	2	3	4	5	6	7
WM 11	I believe others experience joy as a result of my work.	1	2	3	4	5	6	7
WM 12	My spirit is energized by my work.	1	2	3	4	5	6	7
WM 13	The work I do is connected to what I think is important in life.	1	2	3	4	5	6	7
WM 14	I look forward to coming to work most days.	1	2	3	4	5	6	7
WM 15	I see a connection between my work and the larger social good of my community.	1	2	3	4	5	6	7
WM 16	I understand what gives my work personal meaning.	1	2	3	4	5	6	7

### SECTION C : WORK-FAMILY CONFLICT

Please circle (O) only one of each question on your selection.

Strongly Disagree	Partially Disagree	Disagree	Neutral	Agree	Partially Agree	Strongly Agree
1	2	3	4	5	6	7

No.	Questions	1	2	3	4	5	6	7
WFC 17	The demands of my work interfere with my home and family life.	1	2	3	4	5	6	7
WFC 18	The amount of time my job takes up makes it difficult to fulfill family responsibilities.	1	2	3	4	5	6	7

WFC 19	Things I want to do at home do not get done because of the demand on my jobs puts on me.	1	2	3	4	5	6	7
WFC 20	My job produces strain that makes it difficult to fulfill family duties.	1	2	3	4	5	6	7
WFC 21	Due to work-related duties, I have to make changes to my plans for family activities.	1	2	3	4	5	6	7
FWC 22	The demands of my family or spouse/partner interfere with work-related activities.	1	2	3	4	5	6	7
FWC 23	I have to put off doing things at work because of demands on my time at home.	1	2	3	4	5	6	7
FWC 24	Things I want to do at work don't get done because of the demands of my family or spouse/partner.	1	2	3	4	5	6	7
FWC 25	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	1	2	3	4	5	6	7
FWC 26	Family-oriented strain interferes with my ability to perform job-related duties.	1	2	3	4	5	6	7

### SECTION D : PERCEIVED ORGANIZATIONAL SUPPORT

Please circle (O) only one of each question on your selection.

Strongly Disagree	Partially Disagree	Disagree	Neutral	Agree	Partially Agree	Strongly Agree
1	2	3	4	5	6	7

No.	Questions	1	2	3	4	5	6	7
POS 27	My organization values my contribution to the company.	1	2	3	4	5	6	7
POS 28	My organization strongly considers my goals and values.	1	2	3	4	5	6	7
POS 29	My organization really cares about my well-being.	1	2	3	4	5	6	7
POS 30	My organization is willing to help me when I need a special favor.	1	2	3	4	5	6	7
POS 31	My organization cares about my general satisfaction at work.	1	2	3	4	5	6	7
POS 32	My organization takes pride in my accomplishments at work.	1	2	3	4	5	6	7
POS 33	If my organization could hire someone to replace me at a lower salary it would do so.	1	2	3	4	5	6	7
POS 34	My organization would ignore any complaint from me.	1	2	3	4	5	6	7
POS 35	If given the opportunity, my organization would take advantage of me.	1	2	3	4	5	6	7

### SECTION E : EMPLOYEE WELL-BEING

Please circle (O) only one of each question on your selection.

Strongly Disagree	Partially Disagree	Disagree	Neutral	Agree	Partially Agree	Strongly Agree
1	2	3	4	5	6	7

No.	Questions	1	2	3	4	5	6	7
EWB 36	I have a high level of self-fulfillment.	1	2	3	4	5	6	7
EWB 37	I have a high level of self-esteem.	1	2	3	4	5	6	7
EWB 38	I have a high level of self-confidence.	1	2	3	4	5	6	7
EWB 39	I have a high level of team spirit.	1	2	3	4	5	6	7
EWB 40	I have a high level of team effectiveness.	1	2	3	4	5	6	7
EWB 41	I have a low level of job-related stress.	1	2	3	4	5	6	7
EWB 42	I have a low level of job-related emotional exhaustion.	1	2	3	4	5	6	7

**END OF QUESTION**

Thank you for your time and opinion on taking this survey

## APPENDIX 2

### DESCRIPTIVE ANALYSIS FOR DEMOGRAPHIC PROFILE

Demographic	N	
	Total no. of sample	Total no. of missing value
Gender	140	0
Race	140	0
Marital Status	140	0
Age	140	0
Degree or Level of Education	140	0
Current Work Position	140	0
Years Working with Current Organization	140	0
Years Working Experience	140	0
Monthly Income	140	0

1. Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	60	42.9	42.9	42.9
	Female	80	57.1	57.1	100.0
	Total	140	100.0	100.0	

2. Race

Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	138	98.6	98.6	98.6
	Chinese	1	.7	.7	99.3
	Others	1	.7	.7	100.0
	Total	140	100.0	100.0	



3. Marital Status

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	68	48.6	48.6	48.6
	Married	71	50.7	50.7	99.3
	Divorced	1	.7	.7	100.0
	Total	140	100.0	100.0	

4. Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 30 years old	70	50.0	50.0	50.0
	31 - 40 years old	46	32.9	32.9	82.9
	41 - 50 years old	21	15.0	15.0	97.9
	More than 50 years old	3	2.1	2.1	100.0
	Total	140	100.0	100.0	

5. Degree of Level of Education

Degree or Level of Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	38	27.1	27.1	27.1
	Diploma	38	27.1	27.1	54.3
	Undergraduate degree	35	25.0	25.0	79.3
	Postgraduate degree	13	9.3	9.3	88.6
	Others	16	11.4	11.4	100.0
	Total	140	100.0	100.0	

6. Current Work Position

Current Work Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top Management	6	4.3	4.3	4.3
	Middle Management	36	25.7	25.7	30.0
	Lower Management	28	20.0	20.0	50.0
	Managerial Management	25	17.9	17.9	67.9
	Non-Management	45	32.1	32.1	100.0
	Total	140	100.0	100.0	

7. Years Working with Current Organization

Years Working with Current Organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 10 years	117	83.6	83.6	83.6
	11 - 20 years	12	8.6	8.6	92.1
	21 - 30 years	10	7.1	7.1	99.3
	More than 30 years	1	.7	.7	100.0
	Total	140	100.0	100.0	

8. Years Working Experience

Years Working Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 10 years	99	70.7	70.7	70.7
	11 - 20 years	28	20.0	20.0	90.7
	21 - 30 years	11	7.9	7.9	98.6
	More than 30 years	2	1.4	1.4	100.0
	Total	140	100.0	100.0	

## 9. Monthly Income

Monthly Income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM1000	27	19.3	19.3	19.3
	RM1000 - RM2000	58	41.4	41.4	60.7
	RM2000 - RM3000	40	28.6	28.6	89.3
	RM3000 - RM4000	13	9.3	9.3	98.6
	More than RM4000	2	1.4	1.4	100.0
	Total	140	100.0	100.0	



### APPENDIX 3

#### DESCRIPTIVE OF VARIABLES

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Workplace Spirituality	140	4	7	5.49	.599	.233	.205	-.297	.407
Work-Family Conflict	140	1	6	3.08	1.211	.243	.205	-.107	.407
Perceived Organizational Support	140	2	7	5.12	.752	-.970	.205	2.663	.407
Employee Well-Being	140	4	7	5.48	.629	.064	.205	-.308	.407
Valid N (listwise)	140								

## APPENDIX 4

### RELIABILITY OF VARIABLES

#### 1. Workplace Spirituality

Case Processing Summary			
		N	%
Cases	Valid	140	100.0
	Excluded <sup>a</sup>	0	.0
	Total	140	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.889	16

Item Statistics			
	Mean	Std. Deviation	N
WC1	5.56	.915	140
WC2	5.67	.791	140
WC3	5.69	.913	140
WC4	5.57	.938	140
WC5	5.63	.908	140
WC6	5.77	.955	140
WC7	5.46	1.055	140
WC8	5.05	1.102	140
WC9	5.47	.917	140
WM10	5.56	.939	140
WM11	5.47	.992	140
WM12	5.54	.962	140
WM13	5.50	.956	140
WM14	5.12	1.220	140
WM15	5.39	1.050	140
WM16	5.40	.966	140

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WC1	82.29	81.878	.560	.882
WC2	82.19	83.073	.576	.882
WC3	82.16	82.685	.511	.884
WC4	82.29	83.227	.461	.886
WC5	82.23	81.631	.581	.881
WC6	82.09	80.036	.647	.879
WC7	82.40	80.155	.568	.882
WC8	82.81	86.430	.212	.897
WC9	82.39	81.030	.613	.880
WM10	82.30	80.758	.614	.880
WM11	82.39	79.735	.636	.879
WM12	82.31	79.555	.671	.878
WM13	82.36	80.303	.629	.879
WM14	82.74	81.347	.416	.889
WM15	82.47	80.251	.566	.882
WM16	82.46	81.128	.571	.882

<b>Scale Statistics</b>			
Mean	Variance	Std. Deviation	N of Items
87.86	91.994	9.591	16

## 2. Work-Family Conflict

<b>Case Processing Summary</b>			
		N	%
Cases	Valid	140	100.0
	Excluded <sup>a</sup>	0	.0
	Total	140	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.939	10

Item Statistics			
	Mean	Std. Deviation	N
WFC17	3.36	1.662	140
WFC18	3.26	1.656	140
WFC19	3.29	1.570	140
WFC20	3.06	1.450	140
WFC21	3.54	1.598	140
FWC22	3.01	1.444	140
FWC23	2.85	1.357	140
FWC24	2.69	1.357	140
FWC25	2.77	1.436	140
FWC26	2.98	1.496	140

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WFC17	27.46	117.732	.725	.935
WFC18	27.55	115.904	.785	.931
WFC19	27.53	115.690	.844	.928
WFC20	27.75	117.038	.876	.927
WFC21	27.28	117.814	.758	.933
FWC22	27.80	118.060	.844	.929
FWC23	27.96	122.898	.728	.934
FWC24	28.12	123.705	.699	.935
FWC25	28.04	121.120	.742	.933
FWC26	27.84	125.865	.552	.942

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
30.81	146.642	12.110	10

### 3. Perceived Organizational Support

Case Processing Summary			
		N	%
Cases	Valid	140	100.0
	Excluded <sup>a</sup>	0	.0
	Total	140	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.794	9

Item Statistics			
	Mean	Std. Deviation	N
POS27	5.1071	1.11688	140
POS28	5.0857	1.25512	140
POS29	5.2214	1.25846	140
POS30	5.1357	1.18267	140
POS31	5.0571	1.19213	140
POS32	5.2071	1.15364	140
POS33	4.0071	1.71534	140
POS34	5.4786	1.09589	140
POS35	5.8000	.88309	140

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
POS27	40.9929	35.734	.663	.752
POS28	41.0143	33.597	.733	.738
POS29	40.8786	33.863	.709	.741
POS30	40.9643	34.294	.732	.740
POS31	41.0429	34.487	.709	.743
POS32	40.8929	35.622	.645	.753
POS33	42.0929	42.229	.030	.858



POS34	40.6214	41.532	.219	.805
POS35	40.3000	42.945	.182	.805

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
46.1000	45.832	6.76991	9

#### 4. Employee Well-Being

Case Processing Summary			
		N	%
Cases	Valid	140	100.0
	Excluded <sup>a</sup>	0	.0
	Total	140	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.618	7

Item Statistics			
	Mean	Std. Deviation	N
EWB36	5.6286	.86783	140
EWB37	5.9429	.83770	140
EWB38	5.5357	1.10206	140
EWB39	5.5929	1.17465	140
EWB40	5.6571	1.00911	140
EWB41	5.5214	1.10244	140
EWB42	4.4571	1.68519	140

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
EWB36	32.7071	15.460	.465	.550
EWB37	32.3929	14.773	.608	.516
EWB38	32.8000	13.283	.609	.486
EWB39	32.7429	13.588	.511	.516
EWB40	32.6786	14.997	.432	.551
EWB41	32.8143	16.498	.187	.625
EWB42	33.8786	17.474	-.066	.769

<b>Scale Statistics</b>			
Mean	Variance	Std. Deviation	N of Items
38.3357	19.390	4.40342	7



**APPENDIX 5**  
**PEARSON CORRELATION ANALYSIS**

<b>Correlations</b>					
		Workplace Spirituality	Work-Family Conflict	Perceived Organizational Support	Employee Well-Being
Workplace Spirituality	Pearson Correlation	1	-.172*	.389**	.275**
	Sig. (2-tailed)		.042	.000	.001
	N	140	140	140	140
Work-Family Conflict	Pearson Correlation	-.172*	1	-.060	-.270**
	Sig. (2-tailed)	.042		.482	.001
	N	140	140	140	140
Perceived Organizational Support	Pearson Correlation	.389**	-.060	1	.143
	Sig. (2-tailed)	.000	.482		.092
	N	140	140	140	140
Employee Well-Being	Pearson Correlation	.275**	-.270**	.143	1
	Sig. (2-tailed)	.001	.001	.092	
	N	140	140	140	140
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					

## APPENDIX 6

### MULTIPLE REGRESSION ANALYSIS

#### 1. Analysis

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Perceived Organizational Support, Work-Family Conflict, Workplace Spirituality <sup>b</sup>	.	Enter
a. Dependent Variable: Employee Well-Being			
b. All requested variables entered.			

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358 <sup>a</sup>	.128	.109	.594
a. Predictors: (Constant), Perceived Organizational Support, Work-Family Conflict, Workplace Spirituality				
b. Dependent Variable: Employee Well-Being				

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.054	3	2.351	6.669	.000 <sup>b</sup>
	Residual	47.950	136	.353		
	Total	55.005	139			
a. Dependent Variable: Employee Well-Being						
b. Predictors: (Constant), Perceived Organizational Support, Work-Family Conflict, Workplace Spirituality						

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.400	.539		8.162	.000
	Workplace Spirituality	.228	.092	.218	2.471	.015
	Work-Family Conflict	-.119	.042	-.230	-2.830	.005
	Perceived Organizational Support	.037	.073	.044	.511	.610
a. Dependent Variable: Employee Well-Being						

<b>Residuals Statistics<sup>a</sup></b>					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	5.05	6.13	5.48	.225	140
Residual	-1.334	1.449	.000	.587	140
Std. Predicted Value	-1.896	2.880	.000	1.000	140
Std. Residual	-2.246	2.440	.000	.989	140
a. Dependent Variable: Employee Well-Being					

## 2. Charts

